

# What makes a leader a leader?

Toni Theisen, 2017

# Learner Targets

- I can identify leadership qualities.
- I can relate leadership qualities to my role as a leader.
- I can relate leadership qualities to the world language field.
- I can identify different types of leadership styles.
- I can relate the six types of leadership styles to my role as a leader.
- I can relate the six types of leadership styles to help move World Language forward.

# Think, Pair, Identify, Share

- Think of someone you admire for her/his leadership style.
- Pair with your neighbor and talk about the qualities this person has.
- List her/his characteristics on the Leadership worksheet 1 in the graphic organizer.

# What are the eight qualities of successful school leaders?

- Vision
- Courage
- Passion
- Emotional Intelligence
- Judgment
- Resilience
- Persuasion
- Curiosity

# What are the eight qualities of successful school leaders?

## Vision:

- Successful school leaders are visionaries with a clear sense of moral purpose and a “great vision”.
- Successful school leaders have the ability to formulate and shape the future, rather than be shaped by events.

# What are the eight qualities of successful school leaders?

## Courage:

- Successful school leaders show great determination, with the willpower and patience to see things through.
- Successful school leaders are willing to take risks.

# What are the eight qualities of successful school leaders?

## Passion:

- Successful school leaders are passionate about teaching and learning and show great commitment to all learners.
- Successful school leaders are willing to take risks.

# What are the eight qualities of successful school leaders?

## Emotional Intelligence:

- Successful school leaders are team-builders.
- Successful school leaders understand the importance of relationships and empower their staff .
- Successful school leaders instill the feeling of motivation and the desire of staff to be involved.



# What are the eight qualities of successful school leaders?

## Judgment:

- Successful school leaders make the right calls and are very wise.
- Successful school leaders know that it's about involving the whole school community and taking people forward together.

# What are the eight qualities of successful school leaders?

## Resilience:

- Successful school leaders are optimistic and resilient, remain calm in a crisis and are energetic and positive at all times.
- Successful school leaders have personal strategies and are able to steady themselves in “stormy waters”.

# What are the eight qualities of successful school leaders?

## Persuasion:

- Successful school leaders are confident communicators and storytellers.
- Successful school leaders are great persuaders and listeners, adept at describing 'the story of their school' to any audience.
- Successful school leaders are also great motivators.

# What are the eight qualities of successful school leaders?

## Curiosity:

- Successful school leaders are outward-looking and curious.
- Successful school leaders are excellent networkers and great opportunists, always in touch with events and ready to pick up any good ideas.
- Successful school leaders are always ready to learn and collaborate.

# What are the eight qualities of successful school leaders?

## **Visual graphic organizer on big poster**

- In small groups of 3-4 create a visual graphic organizer of these 8 qualities.
- You must draw a picture for each quality
- You must add 2 keywords for each quality

# What are the eight qualities of successful school leaders?

## Leadership Worksheet 2-Activity 1

- What are the eight qualities of successful school leaders?
- How do these 8 qualities impact your leadership? Indicate by giving a personal example as a leader.
- Fill in the chart.

# What are the eight qualities of successful school leaders?

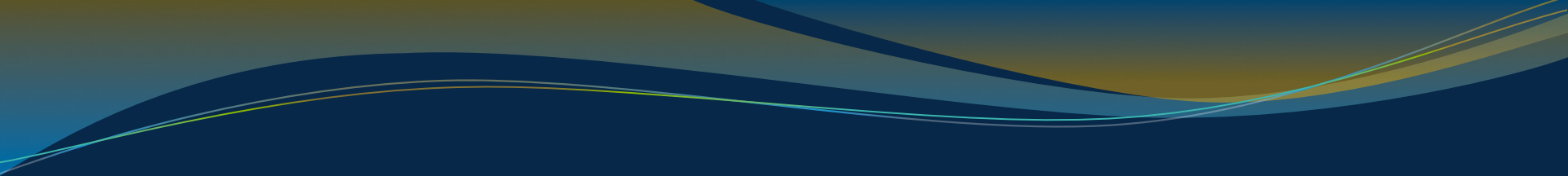
## Leadership Worksheet 2-Activity 2

- Watch the video: Every child deserves a champion
- Fill in the chart with observations you make about this person using the 8 qualities

# Which qualities do you see?







# What does the research say?

Insights into Action:

Successful School Leaders Share What Works



# Successful School Leaders

Turn vision into reality

- The importance of vision
- The importance of visibility

## Action Items

- Make morning announcements
- Send a weekly email to team
- Attend community events
- Conduct effective meetings

# Successful Leaders

Are learning leaders

- PLCs and the importance of conversation
- Dispersed leadership

Action Items

- Build a collaborative schedule
- Involve team in progress reviews
- Conduct peer observations for leaders and teachers

# Successful Leaders

Turn professional development into meaningful growth

- Continued growth as a leader, as a learner
- Refresh with your team

## Action Items

- Use meeting exit slips
- Get off campus/out of the office
- Take a collaborative learning walk
- Present, publish, and advocate
- Protect personal time to avoid burnout

# Fullan Presents a Framework for Leadership

1. Moral purpose
2. Understanding the change process
3. Strong relationships
4. Knowledge sharing
5. Coherence and making connections

Fullan, 2001

# Strengths-based Leadership

- Invest in your own and others' strengths.
- Surround yourself with the right people with diverse strengths.
- Understand the basic needs of people (i.e., trust, compassion, and hope).

Rath and Conchie, 2008

# Leadership is shared responsibility

- School systems are too complex for leadership to be reserved for a select few.
- Leadership is much more than the principal, assistant principal, lead teachers, and department heads.

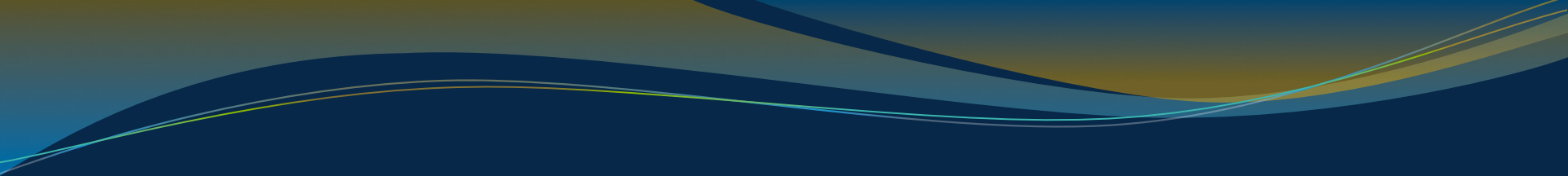
Glanz, 2002



Effective schools need a diverse group of educators, serving in different capacities to contribute to the success of the students and the school as a whole.

Glanz, 2002





# Leadership Styles-Let's explore

Based on the work of Daniel Coleman 2000

Based on a three-year study of over 3,000 executives, Daniel Goleman identified six different leadership styles

- Coercive (or Commanding)
- Pace-setting
- Authoritative
- Affiliative
- Democratic
- Coaching

Find more at:

<http://www.skillsyouneed.com/lead/leadership-styles.html#ixzz3fymXNToo>

# Six different leadership styles-Goleman

## Six Styles of Leadership

D. Goleman (2000) Leadership That Gets Results



Based on a three-year study of over 3,000 executives, Daniel Goleman identified six different leadership styles

## **Coercive (or Commanding)**

- **Coercive leaders** demand immediate obedience.
- In a single phrase, this style is *'Do what I tell you'*.
- These leaders show initiative, self-control, and drive to succeed. There is, of course, a time and a place for such leadership: a battlefield is the classic example, but any crisis will need clear, calm, commanding leadership. This style does not, however, encourage anyone else to take the initiative, and often has a negative effect on how people feel.

Based on a three-year study of over 3,000 executives, Daniel Goleman identified six different leadership styles

## Pace-setting

- **Pace-setting leaders** expect excellence and self-direction.
- This style can be summed up as '*Do as I do, now*'.
- The Pace-setter very much leads by example, but this type of leadership only works with a highly-competent and well-motivated team. It can only be sustained for a while without team members flagging. Like the Coercive leader, Pace-setters also show drive to succeed and initiative, but instead of self-control, these are coupled with conscientiousness.



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## Authoritative

- **Authoritative leaders** move people towards a vision
- This style is probably best summed up as '*Come with me*'.
- These leaders are visionary and it's the most useful style when a new vision or clear direction is needed, and is most strongly positive. Authoritative leaders are high in self-confidence and empathy, acting as a change catalyst by drawing people into the vision and engaging them with the future.

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## CoAffiliative

- An **affiliative leader** values and creates emotional bonds and harmony.
- Affiliative leaders believe that *'People come first'*.
- Such leaders demonstrate empathy, and strong communication skills, and are very good at building relationships. This style is most useful when a team has been through a difficult experience, and needs to heal rifts, or develop motivation. It is not a very goal-oriented style, so anyone using it will need to make sure others understand that the goal is team harmony, and not specific tasks.



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## Democratic

- The **democratic leader** builds consensus through participation.
- Democratic leaders are constantly asking '*What do you think?*'.
- Such leaders show high levels of collaboration, team leadership and strong communication skills. This style of leadership works well in developing ownership for a project, but it can make for slow progress towards goals, until a certain amount of momentum has built up.










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## Coaching

- A **coaching leader** will develop people.
- The phrase that sums up this leadership style is '*Try it*'
- Coaching leaders allow people to try different approaches to problem solving and achieving a goal in an open way. The coaching leader shows high levels of empathy, self-awareness and skills in developing others. A coaching style is especially useful when an organization values long-term staff development.

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## GOLEMAN's Leadership Styles

<b>GOLEMAN'S LEADERSHIP STYLES</b> <small>Adapted from "Leadership That Gets Results," Goleman, D.</small>	<b>Commanding</b>	<b>Pacesetting</b>	<b>Democratic</b>	<b>Affiliative</b>	<b>Visionary</b>	<b>Coaching</b>
						
<b>The style in a phrase</b>	Do what I tell you	Do as I do	Let's decide what to do together	Let's do what's best for everyone	Do what will help us reach our goals	How can I help you do it better?
<b>The leader's way of working</b>	Demands immediate compliance	Sets high standards of performance	Creates consensus through participation	Creates harmony and builds emotional bonds	Mobilises people towards a vision	Develops people for the future
<b>Underlying emotional intelligence competencies</b>	Achievement Initiative Self-control	Conscientiousness Achievement Initiative	Collaboration Team leadership Communication	Empathy Building relationships Communication	Self-confidence Empathy Change catalyst	Developing others Empathy Self-awareness
<b>When the style works best</b>	In a crisis To start a new project With problem employees	To get quick results from a highly motivated competent team	To gain acceptance or consensus To get input from valued team members	To manage splits in a team Motivation during stressful circumstances	When changes require a new vision When clear direction is needed	To help someone improve performance To develop long term strategies
<b>Overall impact on climate</b>	Negative	Positive	Positive	Positive	Strongly Positive	Strongly Positive

<http://www.ei4change.com/resources.htm>

<http://tinyurl.com/jzx4h6j>

# What type of leader are you?

- Take the survey.



# What are the six leadership styles? Daniel Goleman?

- Take the leadership styles quiz:
- <http://www.skillsyouneed.com/ls/index.php/325444>
- It is also linked to the STARTALK Leadership Wikispace under leadership
- What are your results?
- Share and compare with a partner

# What are the six leadership styles?

## Daniel Goleman?

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## Reflection question 1

How might our knowledge of what is a leader impact World Language education, encourage program development and transform learner outcomes?



## Reflection question 2

How will your new knowledge about leadership impact you as a leader?

## Reflection question 3

How will your new knowledge about leadership impact how you guide other teachers to help students become more globally competent?



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“Great leadership usually starts with a willing heart, a positive attitude, and a desire to make a difference.”

-Mac Anderson